
**State of Washington
Office of Administrative Hearings**

**Human Resource
Management Report**



October 2009

[Note: This is the standard format provided by DOP as of 7/23/09. Agencies may customize or supplement this format to meet unique needs, as long as the minimum information shown in this format is included.]

Managers' Logic Model for Workforce Management



Executive Summary

Office of Administrative Hearings

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	4.9% = "Managers"; 0% = WMS only	L	WMS control point = 0%
% employees with current position/competency description	69.00%	H	Turnover of mgmt affected numbers
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	59 avg days to hire (of 6 vacancies filled)	M	
Candidate quality ratings ^c	78% cand. interviewed had competencies needed 100% mgrs said they were able to hire best candidate	M	
Hiring balance (% types of appointments) ^c	9% promo; 0% new hires; 18 transfers; 73% exempts; 0%	M	
Number of separations during post-hire review period ^c	0	L	
DEPLOY WORKFORCE			
Percent employees with current performance expectations	61.00%	H	Turnover of mgmt affected numbers
Overtime usage: (monthly average) ^c	3.43 hours (per capita); 3.82% of EEs receiving OT	M	
Sick leave usage: (monthly average) ^c	5.6 hours (per capita)	M	
# of non-disciplinary grievances ^c	0% grievances	L	
# of non-disciplinary appeals & Dir's Reviews filed ^c	0 appeals, 0 Director's Reviews	L	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	57.00%	H	Turnover of mgmt affected numbers
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	59.00%	H	Turnover of mgmt affected numbers
Number of formal disciplinary actions taken ^c	0	L	
Number of disciplinary grievances and appeals filed ^c	0 grievances; 0 appeals	L	Appeal withdrawn 9/08
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	11.50%	H	Various reasons staff left agency
Diversity Profile ^a	60% female; 19% people of color; 91% 40+; 8% with disabilities	M	
Employee survey overall average rating ^d	3.84, 3.78 survey responses	H	Overall avg. decreased by .06%

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Management Profile

Agency Priority: Low

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

WMS Employees Headcount = 0

Percent of agency workforce that is WMS = 0%

All Managers* Headcount = 10

Percent of agency workforce that is Managers* = 6.2%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

- **WMS Control Point: 0**
- Agency does not have any WMS employees.

Action Steps: (What, by whom, by when)

No action necessary.

WMS Management Type

Management	N/A
Consultant	N/A
Policy	N/A
Not Assigned	N/A

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: High

Percent employees with current position/competency descriptions = 69%*

*Based on 76 of 110 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Clerical supervisor in Spokane was on FMLA. Acting supervisor did PDP's but not PD.
- One ALJ was on military leave.
- Change in management and supervisors in the Seattle office. Outgoing supervisor did not complete PDP process with employees. New supervisors did not complete process.

Action Steps: (What, by whom, by when)

- Management in all offices complete PDP process for ALJs by 11/30/09.
- Supervisors in all offices complete PDP process for support staff by 11/30/09.
- HR report to Chief ALJ and Deputy Chief ALJ the status of completed PDPs by 12/11/09.

Data as of 07/09
Source: Agency Tracked

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Medium

Time-to-Hire Funded Vacancies

Average number of days to hire*: 59

Number of vacancies filled: 6

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: [High/Medium/Low]

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 23 Percentage = 78%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 1 Percentage = 100%

Analysis:

- Time to Hire - All vacant position were in the same office. Recruitment and interviews were done at the same time by the same interview panel. Hiring manager was the same for all positions.

Action Steps: (What, by whom, by when)

No action necessary.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

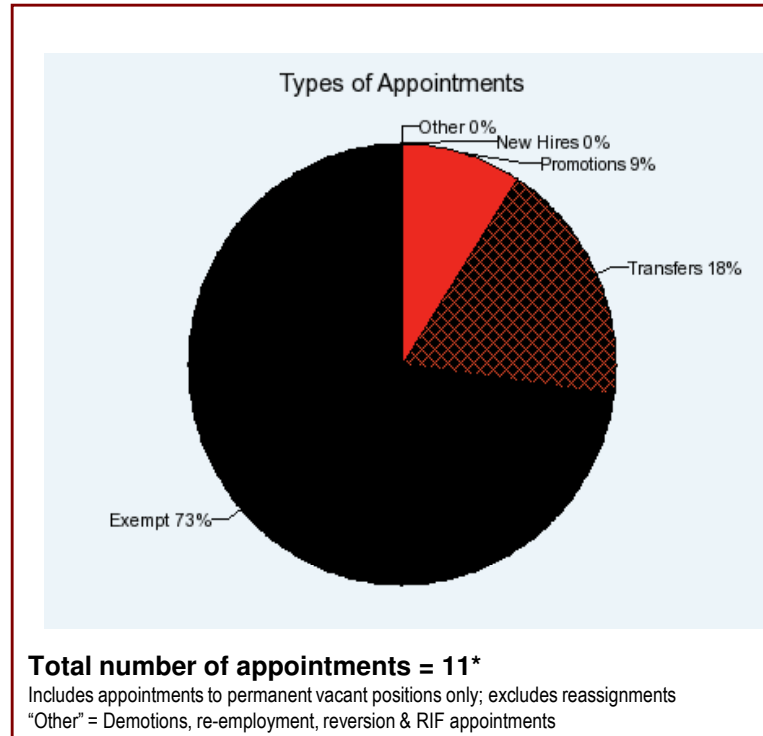
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Medium



Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
Total Separations During Review Period	0

Data Time Period: 07/09 – 06/09

Source: HRMS BI

Analysis:

- Agency has been successful in its hiring efforts.
- No employees were separated during their review period.
- Action Steps:** (What, by whom, by when)
No action necessary.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations = 61%*

*Based on 67 of 110 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Seattle office had a turnover of management and PDP process was not completed.
- Spokane support staff supervisor was on FML and acting supervisor did not complete process.

Action Steps: (What, by whom, by when)

- HR Manager conducted refresher training for managers and supervisors on 10/07/09.
- Managers and supervisors are responsible for completing the PDP process by 11/30/09.

Overtime Usage

Agency Priority: Medium

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

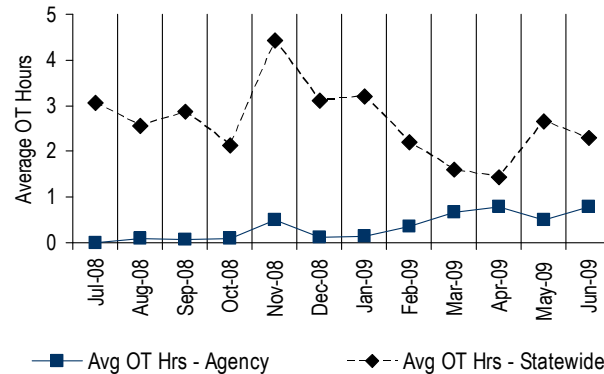
Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

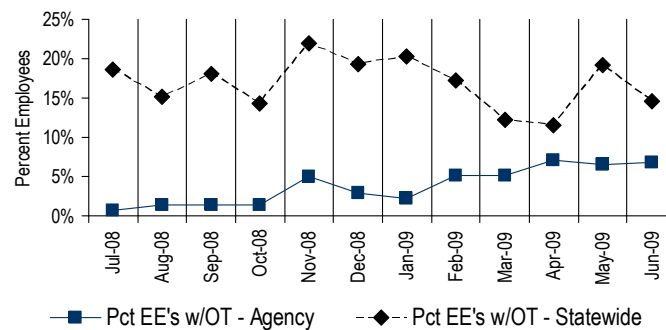
Average Overtime (per capita) *



Overall agency avg overtime usage – per capita, per month: 3.43%**

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *



Overall agency avg employees receiving overtime per month: 3.82%**

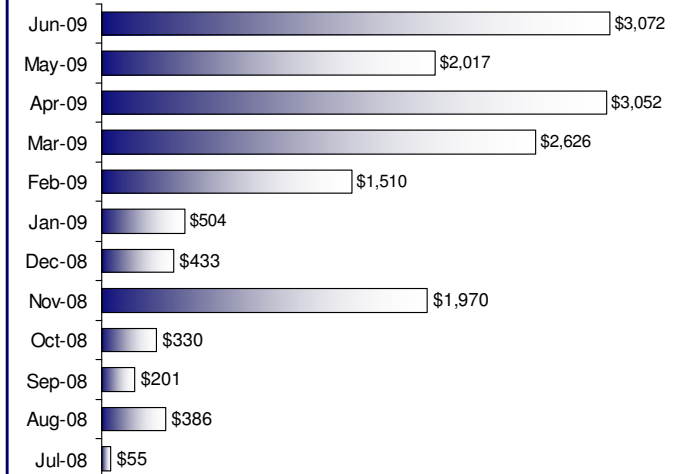
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: July 2008 – June 2009

Source: HRMS BI

Overtime Cost - Agency



Analysis:

- Significant use of OT for Nov and Feb thru June was due to staff turnover, training of new staff and caseload backlog.
- Recruitment efforts were conducted to hire non-perm and pro-tem ALJs to meet caseload demands.
- Hiring freeze hampered agency's need to fill vacant positions.

Action Steps: (What, by whom, by when)

- Managers and supervisors monitor use of OT on a monthly basis.
- Financial Manager and/or HR office report usage of OT quarterly.

Sick Leave Usage

Agency Priority: Medium

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

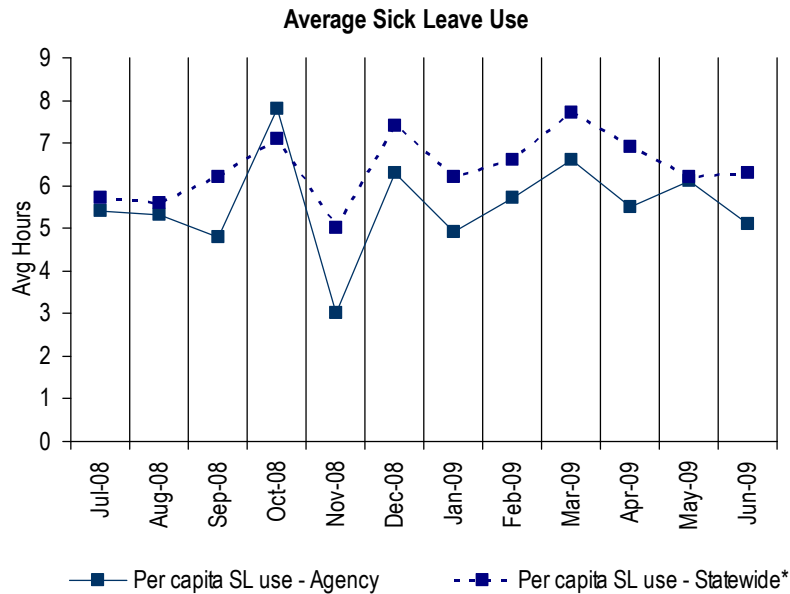
Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)



Analysis:

- Sick leave usage remained below the statewide average for the fiscal year with the exception of October when sick leave rose significantly.
- The upward trend for sick leave use for the month of October is consistent with October 2007.
- December 2009 rose to an average of 6.3 compared. The agency experienced several employees out sick due to the flu.
- March 2009 rose to an average of 6.6, the agency experienced another outbreak of flu.

Action Steps: (What, by whom, by when)

- Wellness program for the agency is active.
- As part of the wellness program, flu shots were available October 14, 2009 for the Olympia employees in an effort to maintain a healthy work environment. The other field offices were provided information for flu shot clinics in their areas.
- Managers and supervisors continue to advise employees to stay home if they have a contagious virus and to follow agency protocol to sustain a healthy work environment.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
5.6 Hrs	268.1 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/08 – 06/09

Source: DOP

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Total outcomes = 0

Data Time Period:
Source: Department of Personnel

Total outcomes = 0

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: High

Percent employees with current individual development plans = 57%*

*Based on 63 of 110 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Evaluations were not completed on several staff due to change in management.
- Managers did not always complete this portion of the PDP.

Action Steps: (What, by whom, by when)

- Managers ensure they complete the individual development plans for their employees by 11/30/09.
- HR office verify that this portion of the PDP is completed and if not completed, return the PDP to manager for completion.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 59%*

*Based on 65 of 110 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Evaluations were not completed on several staff due to change in management .

Action Steps: (What, by whom, by when)

- Management in all offices complete PDP process for ALJs by 11/30/09.
- Supervisors in all offices complete PDP process for support staff by 11/30/09.
- HR report to Chief ALJ and Deputy Chief ALJ the status of completed PDPs by 12/11/09.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Agency Priority: Low

N/A

* Reduction in Pay is not currently available as an action in HRMS/BI.

Formal Disciplinary Actions

Analysis:

- No formal disciplinary actions were taken

Action Steps: (What, by whom, by when)

- Agency managers address performance concerns at the lowest level and in a timely manner.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Total # Disciplinary Grievances Filed: 0

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

*Outcomes issued by Personnel Resources Board

Data Time Period: 07/08 - 06/09
Source: HRMS

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

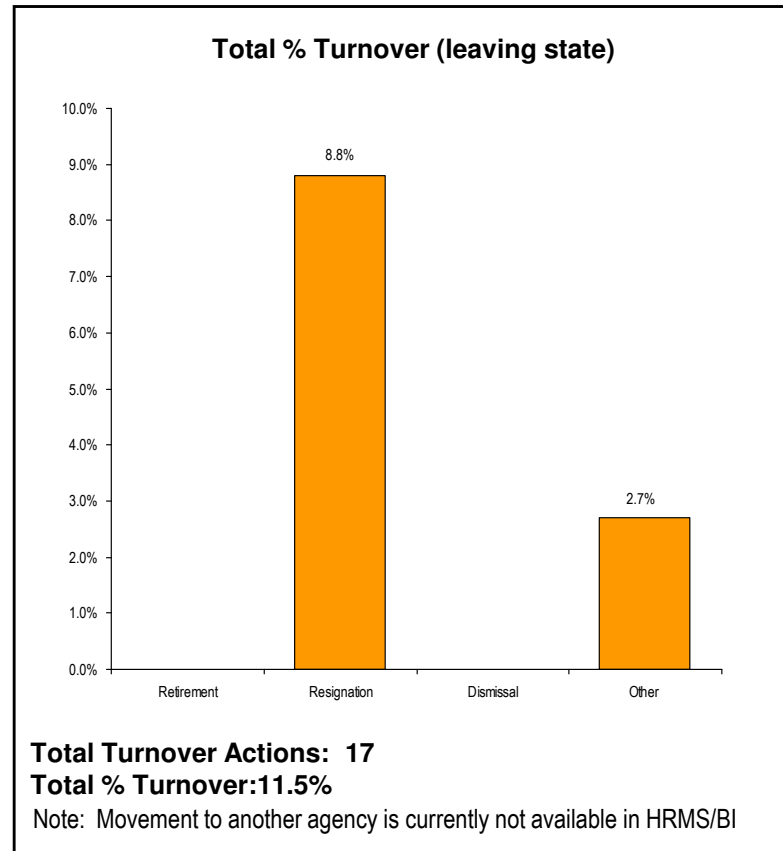
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: High



Analysis:

- Three ALJs accepted federal positions and one ALJ accepted a county position.
- One employee died, one retired, two resigned due to health reasons, and eight left state service for various reasons.

Action Steps: (What, by whom, by when)

- OAH engaged in an aggressive recruitment in July 2009 to replace ALJs who left the agency and to resolve the backlog in one of our caseloads (UI insurance).

Data Time Period: 07/08 - 06/09
 Source: DOP BI

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

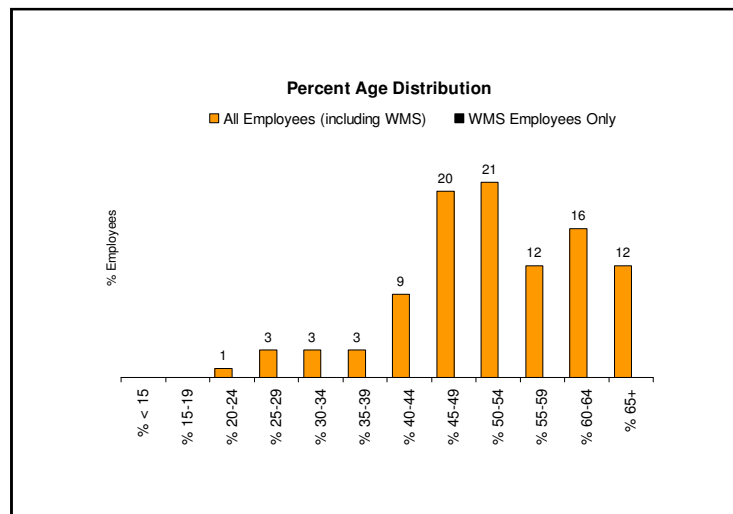
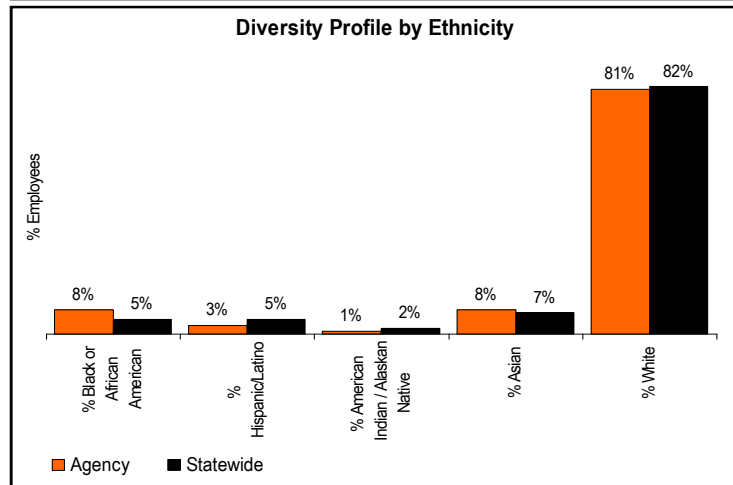
Retention measure (TBD)

Workforce Diversity Profile

Office of Administrative Hearings

Agency Priority: Medium

	Agency	State
Female	60%	53%
Persons w/Disabilities	8%	4%
Vietnam Era Veterans	8%	6%
Veterans w/Disabilities	1%	2%
People of color	19%	18%
Persons over 40	91%	74%



Analysis:

- OAH continues to exceed state average for individuals in protected groups except Veterans with disabilities.
- Affirmative action goals for legal positions were lacking for Asian Pacific Islander, Native American, Persons with disabilities, Disabled Veterans, and Vietnam Veterans.
- Affirmative action goals for non-legal positions were lacking for Hispanics, Asian Pacific Islanders, Persons with disability, Disabled Veterans, and Vietnam Veterans.

Action Steps: (What, by whom, by when)

- HR ensure community outreach for protected groups is addressed during each recruitment.
- The recruitment conducted in July 2009 increased the agency's workforce for females by 12% and people of color increased by 4%.
- Diversity Profile by Ethnicity increased by one percent for each of the following: Black or African American, Hispanic, and Asian.

Data as of 07/09
Source: HRMS BI

Employee Survey Ratings

Agency Priority: High

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.72	3.45
2) I receive the information I need to do my job effectively.	4.01	3.80
3) I know how my work contributes to the goals of my agency.	4.42	4.41
4) I know what is expected of me at work.	4.50	4.40
5) I have opportunities at work to learn and grow.	3.46	3.50
6) I have the tools and resources I need to do my job effectively.	3.78	3.57
7) My supervisor treats me with dignity and respect.	4.35	4.12
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.70	3.51
9) I receive recognition for a job well done.	3.25	3.19
10) My performance evaluation provides me with meaningful information about my performance.	2.94	3.25
11) My supervisor holds me and my co-workers accountable for performance.	3.95	3.96
12) I know how my agency measures its success.	3.94	3.91
13) My agency consistently demonstrates support for a diverse workforce.	n/a	4.07

Overall average: 3.84 3.78

Number of survey responses: 112 104

Analysis:

- Agency average went down for the majority of questions, except #5, #10, and #11.
- The most significant increase is shown in #10, employees find their performance evaluation provides them meaningful information.
- Overall average decreased by .06.
- Based on questions #3, #4, and #7, employees know what is expected of them and they are treated with dignity and respect.

Action Steps: (What, by whom, by when)

- Communicate to agency employees the importance of completing the employee survey and providing management with feedback on agency performance.
- Results of the survey will be shared with agency employees.
- Agency utilize information to make improvements in the agency.

Data as of 11/07
Source: State Employee Survey